

Latest Version: 6.0

Question: 1

Scenario: A year after a premium hotel opened in a medium-sized town, the discount hotel across town is forced to close. Many of their housekeepers and desk attendants get picked up by the premium hotel. A few weeks later, the managers of the hotel notice that the former discount hotel employees are clashing with the other employees.

The hotel manager discovers that one of the housekeepers from the affordable motel is allowing family members to stay overnight at the hotel without paying. At the same time, an employee anonymously alleges that the facilities manager does not like the hospitality director and purposely delays and neglects completing room repairs, so they are not available for reservations. Ultimately, this reflects poorly on the hospitality director.

After determining the allegations about the facility manager to be true, the HR generalist presents these findings to the HR director. Which is the most effective approach for the HR director to take to address the facilities manager's petty behavior?

Response:

- A. Meet with the facilities manager and hospitality director individually to determine if mediation will solve the problem.
- B. Write up facilities manager for purposely trying to damage the hospitality director's ability to meet reservation goals.
- C. Review the code of conduct to identify consequences associated with the facilities manager's actions.
- D. Suggest the facilities manager and hospitality director resolve their differences under the guidance of their direct supervisors.

Answer: A

Question: 2

Recently, HR has received complaints about the fairness of the CEO's compensation. Which should the HR manager do first to ensure that the executive compensation practices of the company are fair?

Response:

- A. Determine which objectives are being used to evaluate executives.
- B. Identify the rewards being offered to incentivize long-term goals.
- C. Analyze the company culture and compensation structure history.
- D. Confirm the plan is balanced with long-term and short-term incentives.

Answer: C

Question: 3

Which test most effectively identifies potential high-performing leaders in a collaborative work environment?

Response:

- A. Psychomotor
- B. Personality
- C. Work sample
- D. Emotional intelligence

Answer: D

Question: 4

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The hotel manager terminates the housekeeper. The housekeeper then threatens to file a wrongful termination claim, stating that she did not know the policies were different from the affordable hotel where she previously worked.

What is the first thing the HR manager should do to resolve the wrongful termination claim?

Response:

- A. Hold a town hall meeting with all employees to ensure understanding of company policies.
- B. Reinstatement of the employee to allow for a thorough investigation to be conducted.
- C. Provide coaching to the hotel manager on how to operate within the hotel's organizational policy.
- D. Contact general counsel's office to find out if the hotel litigates or settles wrongful termination claims.

Answer: B

Question: 5

Which incentive plan is most likely to cause frustration to higher-performing employees?

Response:

- A. Gain sharing
- B. Piecework
- C. Behavioral encouragement
- D. Profit sharing

Answer: A

Question: 6

A CEO thinks the best way to make his organization a leading competitor is to merge with a healthcare organization that recently acquired the rights to new technology. Which best describes the degree and timing of the change the CEO is implementing?

Response:

- A. Incremental-anticipatory
- B. Incremental-reactive
- C. Radical-anticipatory
- D. Radical-reactive

Answer: D

Question: 7

Which measure shows how much more valuable an organization has become because of its investment in human capital?

Response:

- A. Return on investment
- B. Human capital return on investment
- C. Human capital value added
- D. Human economic value added

Answer: D

Question: 8

Which is the best way to address the lack of diversity within organizational units?

Response:

- A. Develop a diversity initiative with targeted hiring objectives.
- B. Confirm that recruiters incorporate diversity policy into the recruitment process.

- C. Consult legal to mitigate discrimination claims in hiring.
- D. Implement incentives to employees for candidate referrals.

Answer: A

Question: 9

Scenario: A manufacturer has secured a contract from a large hospital to build and supply operating room equipment. The hospital specifies the steps in the manufacturing and quality control processes that it expects, and the manufacturing company has contractually committed to meet these specifications. The production line employees discover that they can skip one of the steps in the quality control process when building respirators without any noticeable change in the final product.

The client unknowingly accepts the finished respirators as meeting specifications. During an exit interview, a departing employee reveals to the senior HR director that his entire unit is skipping a critical step in the quality control process for building the respirators. No one in the production's supervisory line or management is aware this is happening.

What is the first thing the HR director should do?

Response:

- A. Report information to the operations manager to decide how to proceed.
- B. Confer with counsel's office to determine what information should be reported to the hospital.
- C. Review the business case to determine if eliminating this step causes product failure.
- D. Initiate an investigation to swiftly determine the accuracy of employee's claim.

Answer: D

Question: 10

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The HR director reviews performance expectations for employees on the production line. She thinks that the employees skipped the quality control step because production goals are unattainable.

Which is the best way for the HR director to proceed?

Response:

- A. Craft a communication for the CEO to send assuring employees that the high production expectations will be re-evaluated.

- B. Work with supervisors to determine improvements that will help employees meet production goals.
- C. Hold a town hall meeting so employees can voice their concerns about the high production expectations.
- D. Caution senior management that high production expectations could lead to burnout, turnover, and potential liability.

Answer: B